A SURVEY OF OFFICER CAREER VALUES IN THE UNITED STATES ARMY AND THE UNITED STATES MARINE CORPS AND THEIR EFFECT ON RETENTION

Robert Michael Dudley
and
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THESIS

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by

Robert Michael Dudley
and
Richard Denis Hoyle

December 1979

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from the

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December 1979

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I. INTRODUCTION

The problem of retention, specifically officer retention, has long plagued the military. With the advent of the All Volunteer Force concept in the early 1970's, retention has become even more critical to military manpower planners. The attrition of officers at the termination of their initial period of obligated service accounts for a significant percentage of officer losses annually as does the attrition of officers who have reached their first retirement milestone (currently 20 years of active service). However, there exists another group of officers, those who have at one time decided to make the service a career, that accounts for the balance of officer attrition. It was this group that was the primary concern of this study. In the past few years, a disturbing increase in attrition of officers who comprise this 5 to 19 years service group has been noticed. At a time when the All Volunteer Force is under criticism because recruiting quotas are not being filled and retention is difficult, the loss of "career officers" is, to say the least, of no help in solving these problems. To confirm this increase in attrition of these career officers, attrition data were examined from the Defense Management Data Center's Active Master and Loss files. (Table I). The data were broken down into three categories; attrition during the period 1-4 years and 20 or more years of active service, attrition during the

TABLE I*

Officer Attrition - FY72-FY77

U.S. Army and U.S. Marine Corps Officers

YEAR		USA	USMC
	LENGTH OF SERVICE	PERCENT OF TOTAL	PERCENT OF TOTAL
FY72	1-4,20+ yrs	.847	.631
	5-19 yrs	.153	.369
	unknown	.000	.000
FY73	1-4,20+ yrs	.741	.581
	5-19 yrs	.259	.403
	unknown	.000	.016
FY74	1-4,20+ yrs	.552	.497
	5-19 yrs	.448	.476
	unknown	.000	.027
FY75	1-4,20+ yrs	.622	.576
	5-19 yrs	.378	.411
	unknown	.000	.013
FY76	1-4,20+ yrs	.433	.515
	5-19 yrs	.567	.454
	unknown	.000	.031
FY77**	1-4,20+ yrs	.493	.498
	5-19 yrs	.507	.474
	unknown	.000	.028

* Data extracted from DMDC Master files.

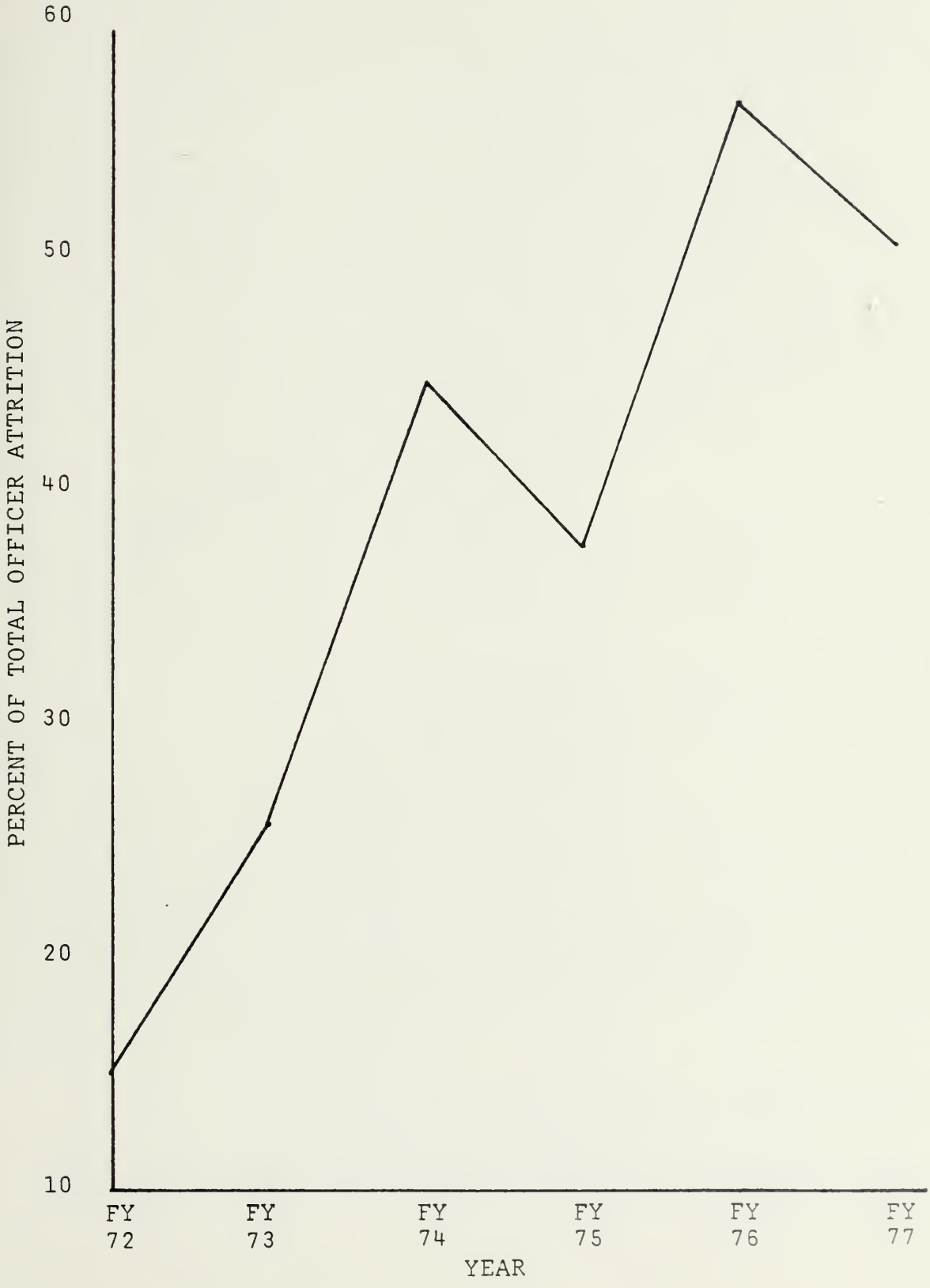
** Included transition period to new Fiscal Year.

period from 5-19 years of active service, and attrition of personnel with an unknown length of service. Although the actual length of active duty required to satisfy the individual's obligated service requirements can vary depending on the method of procurement and the type of training received, it was felt that four years was an acceptable mean that would reflect accurate trends in attrition rates. Thus, the first category which represented losses due to retirement and attrition at the end of the officer's obligated service included personnel with active service from one to four years.

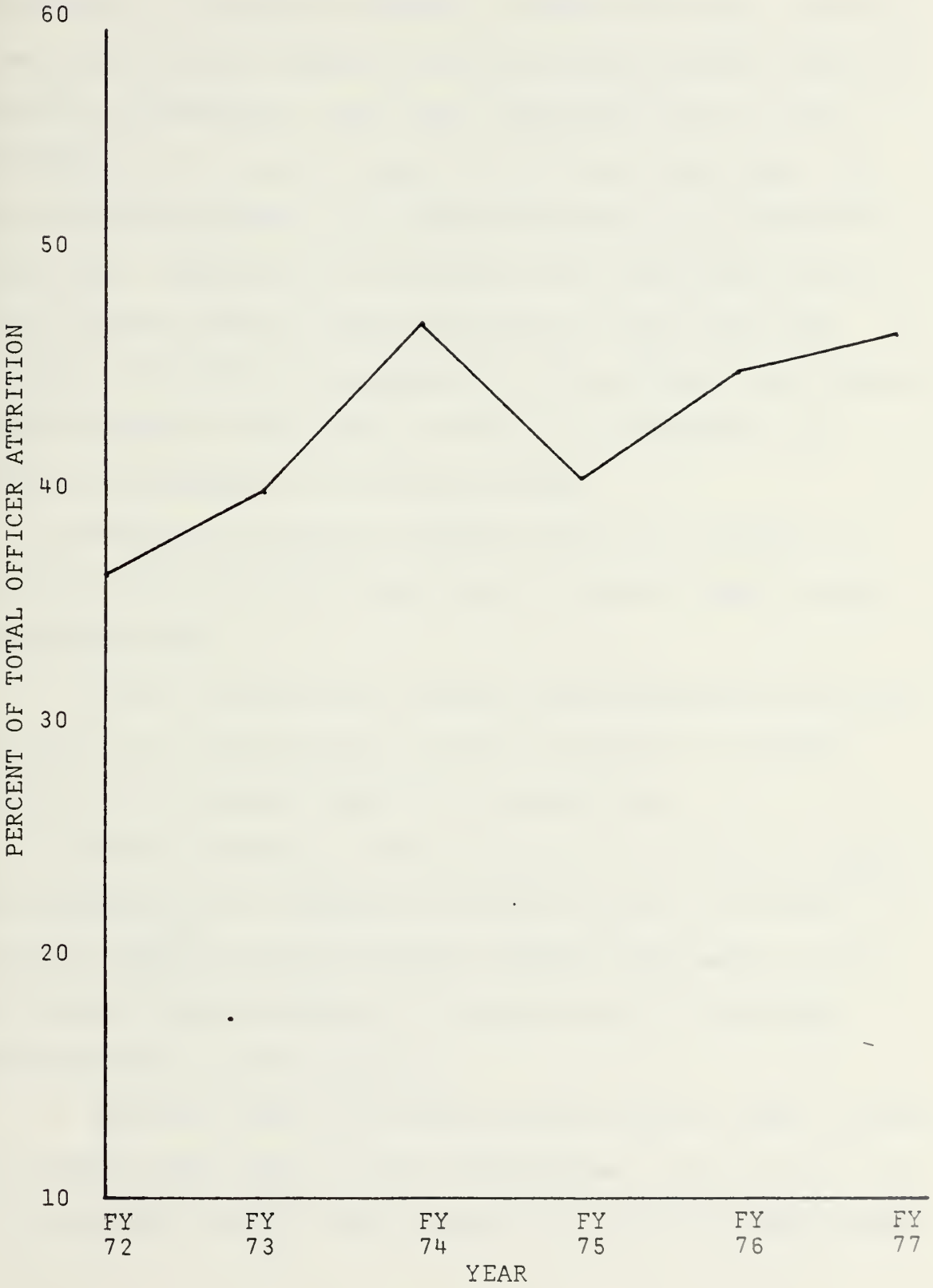
Table I and Drawings 1 and 2 clearly show that although a large percentage of officer attrition is, as expected, attributable to retirements and completion of initial obligated service, there has been a definite increase in the percentage of attrition that is accountable to the 5-19 year period, which is normally comprised of "career oriented" officers. Such a trend suggests that something may happen to officers' values and perceptions of their jobs or careers that cause them to leave the service prior to reaching the minimum retirement point.

The present study examined the perceptions of Army and Marine Corps officers regarding the importance of a set of career rewards, the perceived probability that these rewards would be received during their military careers and the impact that these rewards would have on the officers' decision to remain in the military. Although this study did not measure the level of job satisfaction directly, it

DRAWING 1
OFFICER ATTRITION-U.S. ARMY OFFICERS (FY72-77)
5-19 YEARS OF SERVICE



DRAWING 2
OFFICER ATTRITION-U.S. MARINE CORPS OFFICERS (FY72-77)
5-19 YEARS OF SERVICE



was logically assumed that a functional relationship existed between job satisfaction and the importance and probability of receipt of the set of rewards. While there are certainly a myriad of causal factors and contributing reasons for this attrition phenomenon, this study contended that job dissatisfaction is a major cause of attrition among Army and Marine Corps officers. Job dissatisfaction, as defined in this study, consisted of an officer not receiving a set of career rewards which he/she perceived as important and, further, perceiving the probability of receiving these desired career rewards in the future as too low to warrant the continued investment of time and energy.

In order to clarify the problem and in an attempt to isolate a testable set of hypotheses, several basic assumptions were made:

1. That an officer who became dissatisfied with his/her job would look for another job which appeared to provide him/her with a higher degree of satisfaction.

2. That in making a career decision, an officer weighed the probability of obtaining satisfaction and the amount of time and energy already invested towards retirement in his/her present career against the probability of obtaining satisfaction in another career.

3. That the level of dissatisfaction might reach a degree of severity such that it would override any "sunk costs" the officer might already have invested in his/her present career.

4. That job satisfaction for an officer consisted of a set of career rewards which, when received in the desired magnitude, satisfied the needs of that officer.

5. That the set of rewards which produced job satisfaction consisted of a combination of intrinsic and extrinsic rewards.

Extrinsic rewards, as defined for purposes of this study were those rewards which were basically external to the job. They were, generally speaking, administered, controlled, or heavily influenced by the organization. There were a total of eighteen extrinsic rewards identified and used in this study:

1. Good pay
2. Fringe benefits
3. Prestige
4. Promotion
5. Job security
6. Financial security
7. Travel
8. Being with family
9. Opportunities for higher education
10. Early retirement
11. Active social life
12. Satisfactory home life
13. Recognition for work well done
14. Working under consistent and intelligent policies
15. Honest, direct and frequent feedback from superiors

16. A high degree of order and regimentation
17. Honest and realistic evaluations by superiors
18. Reasonable time and energy demands of work

Intrinsic rewards fell into two categories: first and second order intrinsics. First order intrinsic rewards were those rewards which could be associated directly with the job content. First order intrinsic rewards generally flow immediately and directly from the individual's performance of the job. There were fourteen first order intrinsic rewards identified and utilized in this study:

1. Success through ability alone
2. Feeling of accomplishment
3. Patriotism
4. Having pride in self
5. Having challenging jobs
6. Having responsibility and authority
7. Having interesting jobs
8. Having exciting jobs
9. Being in a competitive environment
10. Opportunities for learning and personal growth
11. Being given flexibility and autonomy to do work
12. Working in a supportive atmosphere
13. Being able to exercise personal integrity in work
14. Ability to be creative in work

There existed a subset of intrinsic rewards which were resident as either characteristics or behaviors of others within the work group and which manifested themselves as

intrinsic rewards to the individual through their impact on the individual's job content. These rewards were identified and labeled as second order intrinsic rewards because while their receipt was dependent on others in the organization, their presence or absence heavily impacted on the individual's perception of job content. There were six second order intrinsic rewards which flowed directly from the characteristics of others within the work group:

1. Integrity of subordinates
2. Integrity of peers
3. Integrity of superiors
4. Competency of subordinates
5. Competency of peers
6. Competency of superiors

There were three second order intrinsic rewards which were directly attributable to the behaviors of others within the individual's work group:

1. Being trusted by superiors
2. Being trusted by subordinates
3. Being personally respected by superiors

Based on these assumptions and definitions, the specific area of study was narrowed to a single, threefold question: What combination of rewards were perceived as most important to Army and Marine Corps officers, how did the officers perceive the probability that they would receive these rewards during their career; and, finally, which of these rewards impacted most heavily on the officers' career continuation decision.

II. REVIEW OF THE LITERATURE

A. GENERAL RESEARCH

Perhaps the most well known research in the area of career rewards and job satisfaction has been done by Frederick Herzberg (Herzberg, 1959). His research dichotomized needs into two separate and distinct areas. The first need area involved the job environment, which included such rewards as pay and promotion, among others. Absence of these rewards leads to job dissatisfaction, according to Herzberg. This need area is satisfied by what Herzberg termed hygiene factors and closely parallels what have been termed extrinsic rewards in this study. Providing hygiene factors in satisfying quantities will not, according to Herzberg, promote satisfaction, but will only prevent job dissatisfaction. The second need area identified by Herzberg involves motivational needs, or those needs which, when satisfied, promote motivation and superior performance. This second need category is satisfied by what Herzberg termed motivators and which closely resemble what, in this study, have been called intrinsic rewards. According to Herzberg, the absence of these motivators would not produce dissatisfaction or low morale, there would simply be low satisfaction among workers. Herzberg saw these two need levels and their corresponding satisfiers and dissatisfiers as existing on separate and independent scales.

While this study resembled Herzberg's research in several aspects, one of the basic criticisms of his work which this

The major hypothesis of this study was that intrinsic rewards were more important to officers than extrinsic rewards:

H_0: Extrinsic rewards $\geq$ Intrinsic rewards

H_A: Extrinsic rewards $<$ Intrinsic rewards

Concurrently, it was hypothesized that the officers' perceptions of the probability that they would receive these intrinsic rewards was significantly lower than their perceptions of the importance of these rewards:

H_0: Probability $\geq$ Importance

H_A: Probability $<$ Importance

Finally, it was hypothesized that the perceived probability of receiving these rewards would be significantly lower than the officers' perception of the impact of these rewards on their career intent:

H_0: Probability $\geq$ Career Intent

H_A: Probability $<$ Career Intent

study attempted to compensate for is that his findings have not always been replicated by other researchers. Herzberg utilized interviews, specifically the critical incident method, for gathering his data and this method is generally considered too method bound to be reliable. Herzberg himself reviewed ten studies conducted on seventeen separate populations through 1966, all of which used the critical incident method, and found general confirmation for his theory. However, House and Wigdor (House and Wigdor, 1967) reviewed thirty-one studies conducted through 1967, some of which did not use the critical incident method, and found a general lack of confirmation of Herzberg's theory.

In addition, Herzberg's research tends to ignore the differences between people's expectations. Responses to the question about what motivates and what satisfies are often impossible to distinguish because the same factors are mentioned in both categories. This study assumed that rather than existing along separate and independent scales that satisfaction or dissatisfaction could reside in the job context, the job content, or in both areas, depending on the expectations and perceptions of the people involved. This assumption was supported in a study conducted by Dunnette, Campbell and Hakel (1967).

A good deal of research exists supporting the importance of intrinsic factors to job satisfaction. In a study entitled "The Relationship Between the 'Central Life Interest' of First-Line Managers, Middle Managers and Professional Employees and

Job Characteristics as Satisfiers and Dissatisfiers", Starcevich (1973), reported that both job-oriented and non job-oriented employees report intrinsic factors as most important to job satisfaction and dissatisfaction. External factors such as benefits and working conditions were of minimal importance to the respondents.

While conducting experiments as a follow-up to the original Hawthorne experiments, Mayo (Mayo, 1933.1945) tested productivity in both a control and experimental group of workers. The results indicated that increases in productivity were not due to changes in plant conditions, physical working conditions or other extrinsic factors, but, rather, were tied closely to the human aspects of the job and to the satisfying of feelings of affiliation, competence and achievement. In systems where extrinsic needs were satisfied without the satisfaction of intrinsic needs, Mayo found tension, anxiety and frustration among the workers. He termed this general feeling of helplessness and dissatisfaction "anomie".

In contrast, data were obtained by D.R. Schwab and M.J. Wallace in a 1974 study of employee compensation systems (Schwab and Wallace, 1974). They found that employees on an hourly wage compensation system were more satisfied than those on a production compensation system. Pay was evidently perceived by the employees as a more important value than the receiving of recognition and self-satisfaction for individual performance.

Several other studies (Lawler, 1971; Gellerman, 1968; Weinstein and Holzbach, 1973) dealt with extrinsic motivation, specifically pay and incentive systems, as a means of increasing satisfaction and production. The results differ significantly depending on the research methodology and the types of subjects examined. It appears, generally, that extrinsic rewards can have a positive effect on satisfaction if the recipient considers the rewards to be substantial. It also appears that individual need differences play a major role in determining whether intrinsic or extrinsic rewards will be satisfying to the individual.

B. RESEARCH IN THE MILITARY

The studies and research previously discussed have dealt with non-military organizations and, primarily, with civilian employees. A 1965 survey of junior officer retention conducted by the Naval Personnel Program Support Activity attempted to measure the degree of actual and desired satisfaction among junior Naval officers who were leaving the Navy (Fields, 1965). The results are presented in Table II.

It is obvious from this data that the intrinsic oriented questions, such as feeling of fulfillment and feeling of worthwhile accomplishments, had not only the lowest median scores in the actual state, but also had the widest variance between the actual and desired states. In Part II of the same study, similar questions were asked of "stayers". In all cases the actual state was perceived as much higher (5's and 6's as opposed to 3's and 4's for the leavers) with the

TABLE II*

Degree of Actual and Desired Ego Satisfactions
(Degrees on a Scale of 1 to 7 from low to high)

Item	Actual	Desired
1. Feeling of job security	7	6
2. Opportunity to help other people	5	6
3. Opportunity to develop close friendships	5	6
4. Feeling of self esteem from position	5	7
5. Prestige of position in the Navy	5	6
6. Prestige of position outside the Navy	5	6
7. Authority associated with position	5	6
8. Opportunity for independent thought and action	4	6
9. Opportunity for participation in setting goals	4	5
10. Opportunity for personal growth and development	5	7
11. Feeling of self fulfillment	3	7
12. Feeling of worthwhile accomplishments	4	7

* Taken verbatim from Fields, 1965.

disparity between the actual and desired states generally being much less. It bears noting, however, that even among the stayers there was as much as a two point deficit between the actual and desired states.

When asked what factors would make a Navy career more attractive, the respondents (once again, all "leavers") replied as follows in Table III:

TABLE III*

Factors to Make a Career More Attractive

FACTORS	FREQUENCY OF CHOICE
1. Better use of officer's abilities	55
2. Increase basic pay	50
3. More time at home	47
4. More opportunity to choose assignments	40
5. Other	32
6. Increase prestige of officer corps	30
7. More interesting work	23
8. More educational opportunities	19
9. More opportunity for promotion	13

*Taken verbatim from Field's, 1965.

As before, it appeared as though there was a mix between what may be called intrinsically oriented and extrinsically oriented factors. Finally, this survey asked the "stayers" to compare opportunities in the Navy with similar opportunities in civilian life and, further, to rank each of twenty-five attributes in order of importance as a career reward. Table IV is the result of this portion of the survey.

TABLE IV*

Comparative Opportunities in Navy and Civilian Life

Attribute	Greater in Navy	Greater in Civilian Life	Important
Good pay	11	89	72
Steady Employment	95	05	82
Adequate family housing	18	82	75
Dependent care	74	26	79
Interesting work	98	02	97
Serve country	98	02	93
Visits to foreign countries	97	03	49
Interesting personal experiences	94	06	83
Promotion to higher levels	55	45	88
Early retirement	99	01	36
Retirement benefits	93	07	77
Financial security	85	15	81
Full use of abilities	65	35	94
Social prestige	56	44	46
Active social life	68	32	44
Feelings of accomplishment	85	15	98
Freedom of thought and action	21	79	88
Challenging responsibilities	93	07	97
Qualified superiors	56	44	82
Stability of home life	08	92	78
Success through ability alone	30	70	83
Job satisfaction	84	16	97
Honored profession	82	18	82
Educational opportunities	77	23	90
Feeling of belonging	92	07	67

* Taken verbatim from Fields, 1965.

It is interesting to note from the data in Table IV that what are generally conceded to be intrinsic items (i.e.: interesting work, serve country, full use of abilities, feeling of accomplishment, challenging responsibilities and job satisfaction) all ranked within the 94th to the 99th percentile in importance, while those factors generally accepted as extrinsic (i.e.: good pay, fringe benefits, travel, promotion, retirement and social benefits) ranked significantly lower in importance to the respondents.

Due to the age of the survey (1965) and due to the fact that it measured only the attitudes of Naval officers, primarily those leaving the service, the generalizability of these data is questionable when examined in light of the major changes in the military since the time of the study.

In 1967, Porter and Mitchell conducted a survey of 703 Air Force officers designed to measure need fulfillment and satisfaction. They compared the results to comparable levels of civilian managers and found that military officers were both less fulfilled and less satisfied than their civilian counterparts. Porter and Mitchell used a survey (Porter and Mitchell, 1967) which used thirteen items relevant to hierarchical classification of needs. Brigadier generals and colonels were compared to vice-presidents; lieutenant colonels and majors were compared to upper-middle managers; and captains and lieutenants were compared to lower-middle managers. Porter and Mitchell concluded that military officers tend to be more dissatisfied at each rank than their civilian

counterparts. Although both fulfillment and satisfaction increase with increase in rank, the study showed relatively small increases between the captain/lieutenant ranks and the major/lieutenant colonel ranks, and relatively large increases between the brigadier general and colonels. As in the earlier study, age and uniqueness of the sample (Air Force officers) make the usefulness of these data questionable in light of today's situation.

A more recent Army study (Franklin, 1968) attempted to identify factors which had an influence on Army officer career intentions. This survey specifically attempted to determine the relationship between these factors and junior officer retention. The survey looked only at Army company grade officers with more than six months but less than five years of active commissioned service. The sample was stratified across both branches and across ranks. The study concluded that intrinsic factors are considered by officers as more important in making career decisions than extrinsic factors. Intrinsic factors such as sense of achievement, sense of challenge, responsibility and independence were significantly more important to junior officers than were the extrinsic factors of pay, housing, and retirement. The study concluded that most intrinsic needs were satisfied primarily by job content of duty assignments. Franklin also developed a retention model designed to investigate changes in retention resulting from changes in those extrinsic factors readily controlled by the Army. The idea was to create a

retention model for officers which would increase retention by changing extrinsic factors that directly affect the intrinsic satisfaction of junior officers. A resource allocation model was developed concurrently to predict the costs associated with the use of the retention model. As a result of this study, forty-four study recommendations were eventually incorporated by the Army in such extrinsic areas as duty assignments, education programs for Army wives, housing program improvements and improved ROTC training.

While this study did examine the extrinsic and intrinsic factors effecting retention, data were collected from a narrow population (i.e.: junior Army officers with more than six months but less than five years of active commissioned service). Further, since data were collected over ten years ago they cannot be assumed to be accurate today.

In 1971 the Office of Institutional Research (OIR, 1971) at the U.S. Military Academy, West Point surveyed 470 graduates from the West Point classes of 1963 through 1966 in order to clarify the role that job satisfaction played in commitment and retention. Respondents were asked to indicate how each of thirty-one items dealing with job characteristics ranked in importance to them, how satisfied they were with each item (or expected to be satisfied with it) in the military and how satisfied they would expect to be with each item in a civilian career. The study concluded that job satisfaction was very closely related to both commitment and retention. Although the study examined job characteristics and did not attempt

to categorize the thirty-one items into intrinsic or extrinsic items, it is interesting to note that most of the highly ranked job characteristics were intrinsically oriented (i.e.: interesting work, freedom to do job in the best way, personal responsibility, competency of superiors, opportunity to realize one's maximum potential, among others). Further, the officers' level of satisfaction with his receipt of the intrinsic items was lower than their rated importance in every case. This study lends credence to the hypothesis of this study that intrinsic rewards are, in fact, more important than extrinsic rewards and definitely supports the hypothesis that job satisfaction and intrinsic rewards are closely linked with retention and the career decisions of officers. Unfortunately, there may have been significant sampling bias since this study examined only West Point graduates. In the sample 94% of the respondents were active duty captains, 5% were majors and only 1% were lieutenants. This sample certainly cannot be considered as a representative sample of Army officers.

A Naval Personnel and Training Research Laboratory study published in 1972 took data collected from a career value survey administered to 644 NROTC Naval officers commissioned prior to 1962 (Githens, 1966) and compared the results to tenure information available in 1972. The original career value survey listed both intrinsic and extrinsic rewards and asked the respondents to rate each item as to its importance as a vocational reward as well as the probability of obtaining each reward during a Naval career. The earlier (1966)

conclusion was that junior officers were generally more interested in the nature of their work (i.e.: the intrinsic rewards) rather than in those career values tangential to their work (i.e.: the extrinsic rewards). The 1972 continuation of this study supported the earlier findings that, generally, intrinsic rewards were more important in career decisions. In addition, the later study concluded that high and low tenure officers tend to agree on the importance of the various career values, but they differ significantly on how they perceive the obtainability of these values. As would be expected, the low tenure officers consider many of the items rated as important to be less obtainable than did the high tenture officers.

Two surveys conducted in 1972 by the Army Military Personnel Center (MILPERCEN, 1973) dealt specifically with factors influencing Army officers to leave the service or pursue Army careers. They first surveyed 1,600 company grade (01 to 03) officers who were in the process of being separated from the Army for reasons other than retirement. Table V shows the results of that survey.

This data strikingly indicates that interesting work (an intrinsic factor) far outweighed any other factor in making a career choice. Unfortunately, data obtained from 1,600 officers leaving the service can hardly be considered an unbiased sample from which one would care to make inferences about the officer population in general.

TABLE V

Most Important Aspect in Choosing a Career

Item	Percent
Interesting work	53.2%
Personal freedom	18.6%
Advancement opportunities	12.4%
Learning and training opportunities	3.6%
Steady and secure work	3.3%
Pay	2.9%
Leadership opportunities	2.7%
Highly respected job	1.8%
Retirement, fringe and medical benefits	1.5%
	100.0%

The second survey examined the attitudes of Army officers in general (from warrant officers through colonels). The survey examined the attitudes of officers leaving the service prior to retirement and officers who remained past the 20 year mark. Table VI is a listing of the main reasons given for leaving the Army before completing 20 years of service. Table VII lists the main reasons given for remaining in the Army for 20 years or more.

TABLE VI

Main Reason for Leaving the Army Before Completing 20 Years Service

Reason	Percent
Frequent change of station	5.7%
Lack of job satisfaction	25.1%
Limited opportunity for promotion	5.9%
Military pay too low	5.7%
Lack of leadership	3.4%
Over supervision	2.8%
Erosion of retirement benefits	1.6%
Civilian job opportunities are better	17.2%
More concern for careers rather than getting job done well	14.1%
Separation from family	6.6%
Other	11.9%
Total	100.0%

TABLE VII

Main Reason for Remaining in the Army for 20 Years or More

Reason	Percent
Opportunity for responsibility	15.2
Job satisfaction	31.2
Dedication to duty	7.0
Overseas tours	1.0
Educational opportunities	3.0
Retirement pay	25.6
Prefer working with military personnel	4.4
All volunteer force	.4
Pay	3.2
Promotion opportunities	1.9
Other	7.1
	100.0

Notice that in both instances, job satisfaction (or lack of job satisfaction) was the single biggest reason for staying in or leaving the Army. In Table VI job satisfaction and intrinsic items such as dedication to duty and opportunity for responsibility, accounted for 53.4 percent of the variance. While these data supported the study's hypothesis, the complete absence of sample information, methodology and forms of statistical analysis used in obtaining and manipulating the data made the drawing of any meaningful conclusions from the study rather tenuous.

III. METHODOLOGY

In the present study, the population was limited to U.S. Army and Marine Corps officers in the ranks of 01 through 04 (second lieutenant through major). The assumption was made that officers in the grades of 05 (lieutenant colonel) and above normally have a sufficient number of years of service to assume they are career oriented and, therefore, not likely to leave the service before retirement. Thus, they were not considered as part of the area of concern of this study. A representative sample of the 7th Infantry Division, Fort Ord, California and the 1st Marine Division, Camp Pendleton, California was chosen for the sample. These two divisions were chosen because of their similarity of structure and mission. Additionally, these commands were considered as representative of comparable division size units in their respective services. Imbalances of rank were prevalent in both units and to compensate for this possible source of sampling bias, a random sample, stratified by rank, was utilized. Participants were chosen using current division rosters and a random number generator which was compared to the last digit of the members' social security numbers. The final sample size was 92 Army officers and 119 Marine officers.

The survey, entitled "Career Value Survey" (Appendix A), Consisted of 41 career rewards. Respondents were asked to

rank each of the 41 rewards with respect to their importance. The scale ranged from 1 to 5, extremely important to not important at all. Respondents were next asked to rate each of the 41 rewards with respect to the probability that they expected to receive each reward during their military career. The scale ranged from 1 to 5, extremely good to extremely poor. Respondents were then asked to rate each of the rewards with respect to their perceived importance in the respondent's decision to remain in the military. The scale ranged, as before, from 1 to 5, extremely important to not important. The terms associated with each numerical marking in the first three parts of the survey were obtained from the U.S. Army Research Institute's Questionnaire Construction Manual (Dyer, 1976). Scale values with a maximum range were chosen, where each choice was as close to equidistant as possible from the others. Only choices meeting these criteria and having the lowest possible standard deviations were chosen.

Rating scales were chosen over other survey methods such as ranking and paired comparisons because, when properly constructed, this method reflects both the direction and degree of attitude and the results are amenable to analysis by conventional statistical methods. Rating scales generally also take less time for the respondent to answer. Further, rating scales are generally considered more reliable than paired comparison items. It was recognized that rating scales are more vulnerable to bias and error than other types of items such as forced choice items. It was also recognized

that the results obtained from the use of some rating scales may imply a degree of accuracy that is unwarranted. However, the study utilized statistical analyses that were sufficiently robust to give accurate information using survey data.

In addition to the 41 career rewards, the survey contained 13 demographic items. No identifying data were requested in order to preserve the anonymity of the respondents. For ease of coding, a mark-sense form was developed and printed for use with the survey.

A pilot study was conducted at the Naval Postgraduate School to test and refine the survey instrument. Sample size for the pilot study was 36 commissioned officers, all students. Based on the results of the pilot study, several minor changes to the original survey were made and initial strategies for analyzing the data were formulated.

In order to maximize the return rate, the survey was administered to all respondents by the researchers. The return rate was 100 percent.

IV. ANALYSIS

A factor analysis was conducted utilizing varimax rotation to determine if an underlying pattern of relationships existed which would allow the reduction of the 41 responses in Part I (Importance) to a more manageable number of factors. The analysis yielded several significant factors. The means of the raw scores comprising each factor were computed and a mean scale for each significant factor was determined to see which factor was considered most important. A series of t-tests were then conducted between the sample means of each factor to determine if the difference between factor scores were significant at the .05 level.

The next step was to perform analysis on the variables which loaded high (a loading of .45000 or higher was considered high) on the factor considered most important as determined in the above t-tests. T-tests were conducted between the corresponding responses in Part II (Probability) and their respective Part I (Importance) responses, and between Part II (Probability) and their respective Part III (Impact on Career Intent) responses. The assumption at this point was that a neutral position (neither satisfied nor dissatisfied) would be reflected if the relationship between the means of the three related areas were: $\bar{X}$ Part I $\leq$ $\bar{X}$ Part II and $\bar{X}$ Part III $\leq$ $\bar{X}$ Part II. If, on the other hand, a response was rated high on Part I (Importance) and high

on Part III (Impact on Career Intent) and significantly lower on Part II (Probability), an area of dissatisfaction would be indicated. Responses rated high in all three areas would, following the same logic, indicate areas of satisfaction.

To identify the impact the officers' probability perceptions actually had on their stated career intent, Pearson's Correlation Coefficients were computed between the officers' stated career intent obtained from the demographic data and the major factors determined in the factor analysis to see if, in fact, the receipt of the rewards deemed most important by the officers affected their career decisions. Additionally, Pearson's Correlation Coefficients were computed between the officers' stated career intent and Part II (Probability) to see if there were any other values not identified in the importance factors that contributed significantly to the officers' stated career intent. In both cases a significance level of .05 was utilized.

Cronbach's alpha reliability coefficients were computed between all significant variables comprising the major factors. This procedure was done to insure that the factor scores being compared actually reflected meaningful and reliable scales based on the items that constituted them.

Initially, the procedures described above were applied to the combined data. As a final step the Army and Marine Corps data were separated and the same statistical analyses were applied. Results from the subsets were compared to the combined data and to each other.

V. RESULTS

A. COMBINED DATA

Analysis of the demographic data yielded the following information about the sample population. Mean time in service was 6.701 years with a range of 1 to 26 years. Mean length of commissioned service was 5.273 years with a range of 1 to 21 years. The sample contained 55 second lieutenants, 57 first lieutenants, 69 captains, 26 majors, and 4 respondents with unknown ranks. The sample contained 191 Caucasian officers, 12 Black officers, 2 Spanish-American officers, and 6 officers of other minorities. Of the 211 officers, 14 were female. Married officers exceeded single officers with 130 respondents being married. Regular commissions were held by 129 of the respondents. Of the 211, 102 had completed their initial period of obligated service. One hundred and eight officers indicated that they currently intended to make a career of the service. The remaining 103 officers were split as to career intent with 52 definitely not intending to make the service a career and 49 undecided. Two officers did not respond to this question.

Utilizing the Kaiser criteria, factor analysis of Part I (Importance) of the survey yielded nine factors with eigenvalues of 1.0 or greater (Table VIII). Since the first three factors accounted for 75.9% of the variance in Part I of the survey and they also included the first intrinsic and extrinsic factors (upon which the major hypothesis test was

TABLE VIII

Results of Factor Analysis (Combined Data)

FACTOR	EIGENVALUE	PERCENT OF VARIANCE	CUMULATIVE PERCENT OF VARIANCE
1	12.65484	56.1	56.1
2	3.14550	12.3	68.3
3	2.15492	7.6	75.9
4	1.73740	5.7	81.6
5	1.56354	5.2	86.9
6	1.38819	4.3	91.1
7	1.24119	3.4	94.6
8	1.12425	2.8	97.4
9	1.08609	2.6	100.0

to be conducted), further analysis was limited to these first three factors. Utilizing the factor loadings in the varimax rotated factor matrix, 11 values loaded higher than .45000 on factor one (Table IX).

TABLE IX

Major Values Comprising Factor 1 (Combined Data)

RANK	VALUE	LOADING
1	Being trusted by subordinates	.72514
2	Being trusted by superiors	.72171
3	Having interesting jobs	.64970
4	Being personally respected by superiors	.61739
5	Integrity of superiors	.56890
6	Having responsibility and authority	.53709
7	Being able to exercise personal integrity	.50885
8	Having pride in self	.50293
9	Working in a supportive atmosphere	.46710
10	Having exciting jobs	.45887
11	Feeling of accomplishment	.45337

Seven values loaded higher than .45000 on Factor 2 (Table X).

TABLE X

Major Values Comprising Factor 2 (Combined Data)

RANK	VALUE	LOADING
1	Integrity of peers	.75283
2	Integrity of subordinates	.69679
3	Competency of superiors	.67188
4	Competency of subordinates	.64349
5	Competency of peers	.64061
6	Integrity of superiors	.57078
7	Working under consistent and intelligent policies	.55133

Five values loaded higher than .45000 on Factor 3 (Table XI).

TABLE XI

Major Values Comprising Factor 3 (Combined Data)

RANK	VALUE	LOADING
1	Financial security	.74984
2	Job security	.67668
3	Good pay	.67347
4	Promotion	.59435
5	Fringe benefits	.48656

Analysis of these three factors indicated that Factors 1 and 2 were composed of seven first order intrinsic values, 10 second order intrinsic values, and one extrinsic value. Factor 3 contained five extrinsic values.

The t-tests conducted between Factor 1 (the first intrinsic factor) and Factor 3 (the first extrinsic factor)

clearly indicated that the difference between the two factors was statistically significant at the .05 level (TABLE XII)

TABLE XII

T-Test Between Intrinsic and Extrinsic Factor (Combined Data)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Factor 1 (Intrinsic)		1.5812		
	210		-8.40	0.000
Factor 3 (Extrinsic)		1.9848		

Based on these results, the null hypotesis (H_0: Extrinsic rewards $\geq$ Intrinsic rewards) was rejected and the alternate hypothesis (H_A: Extrinsic rewards $<$ Intrinsic rewards) was accepted, clearly indicating that intrinsic rewards are perceived as more important than extrinsic rewards.

Additional t-tests between Part II (Probability) and Part I (Importance) were conducted for all 11 variables comprising Factor 1 to test the following hypothesis:

H_0: Probability $\geq$ Importance

H_A: Probability $<$ Importance

If the earlier assumptions were correct, the results of the tests would have allowed the rejection of the null hypotheses and the acceptance of the alternate hypotheses, indicating that the differences between the perceived importance of these values as a vocational reward and the perception of the probability of receiving these rewards were statistically

significant. The data allowed the rejection of the null hypothesis and the acceptance of the alternate hypothesis at the .05 level in every case. (Table XIII).

Finally, t-tests between Part II (Probability) and Part III (Career Intent) were conducted to test the hypothesis:

H_0: Probability $\geq$ Career Intent

H_A: Probability $<$ Career Intent

The data allowed the rejection of the null hypothesis and acceptance of the alternate hypothesis in every instance, indicating that the officers' perceptions of the probability they would receive these rewards were significantly lower than their perceptions of the importance of these same rewards on their decision to remain in the service (Table XIII).

TABLE XIII

T-Tests for Combined Data
(Part II with Part I and Part II with Part III)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Feeling of Accomplishment				
1. Probability	210	2.5450	15.40	0.000
Importance		1.4028		
2. Probability	210	2.5450	11.84	0.000
Intent		1.6493		

TABLE XIII (CONTINUED)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Pride				
1. Probability	210	1.9242	8.58	0.000
Importance		1.3981		
2. Probability	210	1.9242	4.89	0.000
Intent		1.5972		
Responsibility and Authority				
1. Probability	210	1.9194	3.99	0.000
Importance		1.6493		
2. Probability	209	1.9190	1.70	0.045
Intent		1.8048		
Interesting Jobs				
1. Probability	210	2.3507	8.59	0.000
Importance		1.6635		
2. Probability	210	2.3507	7.26	0.000
Intent		1.7820		
Exciting Jobs				
1. Probability	210	2.6777	8.76	0.000
Importance		1.9716		
2. Probability	210	2.6777	6.89	0.000
Intent		2.1280		

TABLE XIII (CONTINUED)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Integrity of Superiors				
1. Probability	210	2.3649	12.96	0.000
Importance		1.4597		
2. Probability	210	2.3649	8.22	0.000
Intent		1.7204		
Trusted by Superiors				
1. Probability	210	2.2370	11.92	0.000
Importance		1.3365		
2. Probability	210	2.2370	7.78	0.000
Intent		1.5924		
Trusted by Subordinates				
1. Probability	210	1.9763	7.25	0.000
Importance		1.4692		
2. Probability	210	1.9763	2.31	0.011
Intent		1.8057		

TABLE XIII (CONTINUED)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Respected by Superiors				
1. Probability	209	2.1333	6.13	0.000
Importance		1.6381		
2. Probability	209	2.1333	3.94	0.000
Intent		1.8095		
Supportive Atmosphere				
1. Probability	210	2.6256	8.72	0.000
Importance		1.8436		
2. Probability	210	2.6256	7.24	0.000
Intent		1.9905		
Personal Integrity				
1. Probability	210	2.0474	5.87	0.000
Importance		1.5640		
2. Probability	210	2.0474	3.62	0.000
Intent		1.7678		

Analysis of the Pearson's Correlation Coefficients (Table XIV) showed that Factor 1 (intrinsic) accounted for 11.02% of the variance in the officers' stated decision to remain in the military. Additionally, the negative correlation showed that when the officer perceived the probability

of receiving the rewards in Factor 1 as low, it strongly influenced his/her decision to leave the military.

It is interesting to note that although Factor 1 (Intrinsic) was deemed more important than the extrinsic factor (Factor 3), the failure to receive the rewards in Factor 3 also contributed to the officers' decision to leave the service, accounting for 3.61% of the variance in the decision.

The results of the Pearson Correlation between the officers' stated career intent and the balance of the career values not included in Factor 1 and 3 failed to show any additional significant rewards that impacted heavily on this career decision.

TABLE XIV

Pearson Correlation Between Stated Career Intent and Factor 1 and Factor 3 (Combined Data)

	Factor 1 (Intrinsic)		
	r	r^2	p
Career Intent	-0.3320	0.1102	0.000
	Factor 3 (Extrinsic)		
	r	r^2	p
Career Intent	-0.1901	0.0361	0.003

Finally, the results of the Cronbach's alpha reliability tests yielded the findings in Table XV indicating that the survey instrument was internally consistent. In every case the reliability coefficients exceeded .700 which is the generally accepted reliability level.

TABLE XV

Cronbach's Alpha Reliability
Coefficients for Combined Data

Factor 1 (Intrinsic)

AREA		RELIABILITY COEFFICIENT
Part I	Importance	0.89829
Part II	Probability	0.87812
Part III	Intent	0.90032

Factor 3 (Extrinsic)

Part I	Importance	0.79395
Part II	Probability	0.73555
Part III	Intent	0.84104

B. U.S. ARMY DATA

Analysis of the U.S. Army data yielded the following demographic information. Mean time in service was 7.011 years with a range of 1 to 22 years of service. Mean length of commissioned service was 5.878 years with a range of 1 to 21 years. The Army sample consisted of 19 second lieutenants, 25 first lieutenants, 32 captains and 16 majors. The sample contained 78 Caucasian officers, 8 Black officers, 2 Spanish-American officers and 4 other minority officers. Twelve of the 92 Army respondents were females. Fifty-five of the officers held regular commissions. Fifty-four were married. Fifty-one of the respondents had completed their initial period of obligated service. Of the 92 respondents, 46

officers indicated that they intended to make a career of the service, 23 did not and 21 were undecided.

The t-test conducted between the first intrinsic factor (Factor 1) and the first extrinsic factor (Factor 3) clearly showed that the difference between the two factors was statistically significant at the .05 level (Table XVI).

TABLE XVI

T-Test Between Intrinsic and Extrinsic Factor (Army Data)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Factor 1 (Intrinsic)		1.6304		
	91		-5.20	0.000
Factor 3 (Extrinsic)		1.9652		

As in the combined data, these results allowed the rejection of the null hypothesis (H_0: Extrinsic rewards $\geq$ Intrinsic rewards) and the acceptance of the alternate hypothesis (H_A: Extrinsic rewards $<$ Intrinsic rewards).

Results of the t-tests between Part II (Probability) and Part I (Importance) for all 11 variables comprising Factor 1 allowed the rejection of the null hypothesis and the acceptance of the alternative hypothesis in every case, indicating that the perceived probability of receiving these rewards was significantly lower than their importance in every instance.

Results of the t-tests between Part II (Probability) and Part III (Career Intent) for eight of the 11 variables allowed

for the rejection of the null hypothesis, indicating that the perceived probability of receipt of these rewards was significantly lower than the importance of these rewards on the officers' decision remain in the military (Table XVII). The results showed that Responsibility and Authority, Trusted by Subordinates, and Respected by Superiors were equal in Probability and effect on Career Intent.

TABLE XVII

T-Tests for Army Data
(Part II with Part I and Part II with Part III)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Feeling of Accomplishment				
1. Probability	91	2.6087	10.01	0.000
Importance		1.4348		
2. Probability	91	2.6087	8.64	0.000
Intent		1.6413		
Pride				
1. Probability	91	2.0000	5.99	0.000
Importance		1.4130		
2. Probability	91	2.0000	3.31	0.001
Intent		1.6630		

TABLE XVII (CONTINUED)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Responsibility and Authority				
1. Probability	91	1.9783	2.42	0.017
Importance		1.7500		
2. Probability	90	1.9780	1.46	0.147
Intent		1.8462		
Interesting Jobs				
1. Probability	91	2.3478	5.08	0.000
Importance		1.7500		
2. Probability	91	2.3478	4.32	0.000
Intent		1.8370		
Having Exciting Jobs				
1. Probability	91	2.6630	5.57	0.000
Importance		2.0000		
2. Probability	91	2.6630	4.64	0.000
Intent		2.1739		
Integrity of Superiors				
1. Probability	91	2.4783	7.78	0.000
Importance		1.5652		
2. Probability	91	2.4783	6.56	0.000
Intent		1.7174		

TABLE XVII (CONTINUED)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Trusted by Superiors				
1. Probability	91	2.2283	7.54	0.000
Importance		1.3804		
2. Probability	91	2.2283	4.27	0.000
Intent		1.7065		
Trusted by Subordinates				
1. Probability	91	1.9130	3.56	0.001
Importance		1.5543		
2. Probability	91	1.9130	0.64	0.525
Intent		1.8478		
Respected by Superiors				
1. Probability	91	2.0761	3.41	0.001
Importance		1.6739		
2. Probability	91	2.0761	1.52	0.132
Intent		1.9130		
Supportive Atmosphere				
1. Probability	91	2.7065	6.71	0.000
Importance		1.8370		
2. Probability	91	2.7065	5.59	0.000
Intent		2.0109		

TABLE XVII (CONTINUED)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Personal Integrity				
1. Probability	91	2.1957	5.18	0.000
Importance		1.5761		
2. Probability	91	2.1957	3.87	0.000
Intent		1.7717		

Analysis of the Pearson correlation coefficients (Table XVIII) showed that Factor 1 (Intrinsic) accounted for 14.33 percent of the variance in the officers' stated decision to remain in the service. Additionally, the negative correlation showed that when the officer perceived the probability of receiving the values in Factor 1 as low, it strongly influenced his decision to leave the military. As in the combined data, the failure to receive the values in Factor 3 (Extrinsic) also contributed to the officers' decision to leave the military, accounting for 7.28 percent of the variance in the decision.

The results of the Pearson Correlation between the officers' stated career intent and the balance of the career rewards not included in Factors 1 and 3 showed that two other values also impacted heavily on the officers' career decision. They were Integrity of Subordinates which accounted for 12.97

percent of the variance, and Ability to be Creative in my Work, which accounted for 11.68 percent of the variance.

TABLE XVIII

Pearson Correlation Between Stated Career Intent and Factor 1 and Factor 3 (Army Data)

Factor 1 (Intrinsic)

	r	r^2	p
Career Intent	-0.3786	0.1433	0.000

Factor 3 (Extrinsic)

	r	r^2	p
Career Intent	-0.2698	0.0728	0.005

The reliability of the survey instrument was again verified by the results of the Cronbach's alpha reliability test (Table XIX).

TABLE XIX

Cronbach's Alpha Reliability Coefficients for Army Data

Factor 1 (Intrinsic)

AREA		RELIABILITY COEFFICIENT
Part I	Importance	0.85297
Part II	Probability	0.88476
Part III	Intent	0.91479

Factor 3 (Extrinsic)

Part I	Importance	0.70990
Part II	Probability	0.71771
Part III	Intent	0.81552

C. U.S. MARINE CORPS DATA

Analysis of the U.S. Marine Corps demographic data yielded the following results. Mean time in service was 6.462 years with a range of 1 to 25 years. The mean length of commissioned service was 4.815 years with a range of 1 to 19 years. The Marine Corps sample contained 36 second lieutenants, 32 first lieutenants, 37 captains and 10 majors. The sample contained 113 Caucasian officers, 4 Black officers, and 2 officers of other minorities. There were 2 females in the sample. Seventy-four of the officers held regular commissions. Seventy-six of the 119 respondents were married. Fifty-one of the officers had completed their initial period of obligated service. Of the 119 respondents, 62 indicated an intent to make the service a career, 29 indicated that they were not intending to make a career of the service and 28 were undecided.

The results of the t-test between the first intrinsic factor (Factor 1) and the first extrinsic factor (Factor 3) clearly indicated that the difference between the two factors was statistically significant at the .05 level (TABLE XX).

TABLE XX

T-Test Between Intrinsic and Extrinsic Factor
(Marine Corps Data)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Factor 1 (Intrinsic)	118	1.5432	-6.63	0.000
Factor 3 (Extrinsic)		2.0000		

Based on these results, the null hypothesis (H_0: Extrinsic rewards $\geq$ Intrinsic rewards) was rejected and the alternate hypothesis (H_A: Extrinsic rewards < Intrinsic rewards) was accepted.

The results of the t-tests between Part II (Probability) and Part I (Importance) allowed the rejection of the null hypothesis in every case, indicating that the perceived probability was significantly lower than importance for all 11 values comprising Factor 1.

The results of the t-tests between Part II (Probability) and Part III (Intent) allowed the rejection of the null hypothesis in every case except two (Responsibility and Authority and Personal Integrity), indicating that with two exceptions the perceived probability was significantly lower than the importance of these values on the officers' career decision (Table XXI).

TABLE XXI

T-Tests for Marine Corps Data
(Part II with Part I and Part II with Part III)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Feeling of Accomplishment				
1. Probability	118	2.4958	11.69	0.000
Importance		1.3782		
2. Probability	118	2.4958	8.19	0.000
Intent		1.6555		

TABLE XXI (CONTINUED)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Pride				
1. Probability	118	1.8655	6.13	0.000
Importance		1.3866		
2. Probability	118	1.8655	3.58	0.001
Intent		1.5462		
Responsibility and Authority				
1. Probability	118	1.8739	3.15	0.002
Importance		1.5714		
2. Probability	118	1.8739	1.04	0.302
Intent		1.7731		
Interesting Jobs				
1. Probability	118	2.3529	6.96	0.000
Importance		1.5966		
2. Probability	118	2.3529	5.85	0.000
Intent		1.7395		
Having Exciting Jobs				
1. Probability	118	2.6891	6.74	0.000
Importance		1.9496		
2. Probability	118	2.6891	5.15	0.000
Intent		2.0924		

TABLE XXI (CONTINUED)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Integrity of Superiors				
1. Probability	118	2.2773	10.61	0.000
Importance		1.3782		
2. Probability	118	2.2773	5.24	0.000
Intent		1.7227		
Trusted by Superiors				
1. Probability	118	2.2437	9.21	0.000
Importance		1.3025		
2. Probability	118	2.2437	6.59	0.000
Intent		1.5042		
Trusted by Subordinates				
1. Probability	118	2.0252	6.51	0.000
Importance		1.4034		
2. Probability	118	2.0252	2.42	0.017
Intent		1.7731		
Respected by Superiors				
1. Probability	117	2.1780	5.13	0.000
Importance		1.6102		
2. Probability	117	2.1780	3.78	0.000
Intent		1.7288		

TABLE XXI (CONTINUED)

VARIABLE	DEGREES OF FREEDOM	MEAN	T-VALUE	1-TAIL PROBABILITY
Supportive Atmosphere				
1. Probability	118	2.5630	5.78	0.000
Importance		1.8487		
2. Probability	118	2.5630	4.80	0.000
Intent		1.9748		
Personal Integrity				
1. Probability	118	1.9328	3.36	0.001
Importance		1.5546		
2. Probability	118	1.9328	1.57	0.119
Intent		1.7647		

Analysis of the Pearson correlation coefficients (Table XXII) showed that Factor 1 (Intrinsic) accounted for 8.67 percent of the variance in the officers' stated decision to remain in the service. As in the combined and the Army data, the negative correlation showed that when the officer perceived the probability of receiving the values in Factor 1 as low, it strongly influenced his decision to leave the military. Unlike the combined and Army data; however, the Marine Corps data failed to show at a significant level of .05 that the extrinsic factor (Factor 3) also contributed to the officers' decision to leave the military.

The results of the Pearson Correlation between the officers' stated career intent and the balance of the career rewards not included in Factors 1 and 3 showed that one other value, Satisfactory Home Life, also impacted heavily on the officers' career decision, accounting for 12.36 percent of the variance in the decision.

TABLE XXII

Pearson Correlation Between Stated Career Intent and Factor 1 and Factor 3 (Marine Corps Data)

Factor 1 (Intrinsic)

	r	r^2	p
Career Intent	-0.2945	0.0867	0.001

Factor 3 (Extrinsic)

	r	r^2	p
Career Intent	-0.1249	0.0156	0.088

The results of the Cronbach's alpha reliability coefficients confirmed the internal consistency of the survey instrument as in the combined and the Army data (TABLE XXIII).

TABLE XXIII

Cronbach's Alpha Reliability Coefficients for USMC Data

Factor 1 (Intrinsic)

AREA		RELIABILITY COEFFICIENT
Part I	Importance	0.91857
Part II	Probability	0.87349
Part III	Intent	0.88905

TABLE XXIII (CONTINUED)

Factor 3 (Extrinsic)

AREA		RELIABILITY COEFFICIENT
Part I	Importance	0.83547
Part II	Probability	0.76332
Part III	Intent	0.85901

VI. CONCLUSIONS / DISCUSSION / RECOMMENDATIONS

The intent of this study was to determine what set of career rewards were most important to Army and Marine Corps officers and the extent to which their perception of the probability of receipt of these rewards influenced Army and Marine Corps officers to leave the service.

CONCLUSION 1: The data clearly indicated that the officers in the sample considered intrinsic career rewards as significantly more important overall than extrinsic career rewards.

DISCUSSION: Factor analysis identified eleven intrinsic rewards (Table IX) which the sample considered important as career rewards. When these intrinsic career rewards were t-tested against the most important extrinsic career rewards identified by the sample population (Table XI) the results indicated that the intrinsic career rewards were considered significantly more important than the extrinsic career rewards. These results by no means indicated that extrinsic career rewards were not considered important by Army and Marine Corps officers. As a matter of fact, five specific extrinsic rewards (i.e.: financial security, job security, good pay, promotion, and fringe benefits) were identified as being extremely important to the sample population, but they were not considered as important overall as the intrinsic rewards. When the Army and Marine Corps data were examined separately,

neither service identified a unique set of career rewards as important. The two services did differ with respect to the degree of importance assigned to the various career rewards which comprised the most important factors, but, generally, the services were in agreement as to which rewards they considered as most important as career rewards. It is important to note that those intrinsic career rewards identified as being most important are, to a large degree, influenced by the commands in which the officers work. Many of these important intrinsic career rewards are directly controllable by the officers' immediate superiors. None of the important intrinsic rewards require major policy changes at the Department of Defense level or congressional legislation before they can be provided. All of these intrinsic career rewards can be provided to some degree at every level in the chain of command with virtually no additional resources.

CONCLUSION 2: Army and Marine Corps officers perceived the probability that they would receive those intrinsic career rewards they felt were important (Table IX) as relatively low.

DISCUSSION: When the most important career rewards were isolated and the corresponding probability scores for those rewards were identified and t-tested against importance, the probability of receipt was found to be significantly lower in every case. When the Army and Marine Corps data were tested separately, the probability of receipt was again significantly lower than importance in every case. Obviously,

Army and Marine Corps officers did not feel that they would receive those career rewards they perceived as important in quantities sufficient to satisfy them. An early assumption of this study was that satisfaction was composed of some functional relationship between the importance of a set of career rewards and the probability of receipt of those rewards during a career. This study has demonstrated that a set of important career rewards does exist and that the corresponding probability of receipt of this set of rewards is low. Although this study did not attempt to measure the absolute level of satisfaction, it suggests that there exists a lack of job satisfaction among Army and Marine Corps officers.

CONCLUSION 3: In general, those rewards which Army and Marine Corps officers felt were most important as career rewards were also important to the officers' career decision.

DISCUSSION: This study did not make the assumption that the officers' stated importance of a set of career rewards on his/her career was equal to the impact of these rewards on his/her career choice. Rather, this study tested the rated probability of receipt of the most important career rewards (Table IX) against the officers' stated impact of these rewards on their career decisions to determine if there existed a distinct difference between perceived importance, probability and impact on career intent. The combined data indicated that there was a significant difference between the perceived probability of receiving the most important

career rewards and the impact of these career rewards on the career continuation decision in every case. These results indicated that while these rewards are important to the officers personally as career rewards, and that they are an important part of the officers' career continuation decision process, these rewards are not of equal importance in both cases. The rewards are more important as career rewards than they are in making career decisions. Since the differences between probability and impact on the officers' career intent was significant in every instance, it can be stated that those factors considered as important as career rewards are also important, but not of equal importance, in the officers' decision to remain in or leave the military.

When examined separately, the data indicated that three rewards ranked highly in importance by Army officers (having responsibility and authority; being trusted by subordinates; and being respected by superiors) were of relatively low importance in the career decisions of these officers. Marine Corps officers, on the other hand, indicated two career rewards as highly important as career rewards yet were of relatively low importance in their career decisions (i.e.: having responsibility and authority; and being able to exercise personal integrity on the job).

CONCLUSION 4: The perceived probability of receiving career rewards rated as important was highly correlated with the officers' stated career intentions.

DISCUSSION: An earlier assumption of this study was that areas of dissatisfaction would be indicated by those rewards which were rated high with respect to importance as a career reward, low with respect to the probability of receipt and high with respect to impact on career intent. A further assumption was that in making a career decision, an officer weighed the probability of obtaining satisfaction in his/her present career against the probability of obtaining satisfaction in another career; and, finally, that the degree of dissatisfaction could eventually reach a level of severity such that the officer decides to leave the service in spite of previously invested time and energy. This study identified that set of rewards (Table X, XI and XII) which met the criteria of the initial assumption (i.e.: high in importance, low in probability and high in career impact) and compared these rewards to the officers' stated career intent obtained from the demographic data of the survey. The results clearly indicated that when the officer perceived the probability of receiving an important career reward as low, he/she indicated an intent to leave the service. While the intrinsic career rewards (Table IX) were highly correlated with the officers' stated career intent and accounted for a large amount of the variance in the officers' decision, the extrinsic career rewards deemed important (Table XI) also correlated highly with stated career intent, but were not as important in that decision, accounting for a lesser amount of the variance.

When examined separately, the data indicated that Army officers paralleled the findings of the combined data in that the important career rewards with low probability of receipt correlated highly with stated career intent as did those extrinsic career rewards meeting the same criteria. Additionally, two other career rewards not previously identified as important were found to play an important part in the officers' career decision: integrity of subordinates and the ability to be creative in work. Marine Corps officers paralleled the Army and the combined results with regard to the intrinsic rewards, but those extrinsic rewards (Table XI) which were rated high in importance and low in probability did not correlate highly with the officers' stated career intent, indicating that while not receiving these important intrinsic rewards was likely to make them leave the service, the absence of the important extrinsic rewards would not necessarily cause them to choose to leave the service. In the case of the Marine Corps officers, one career reward not previously identified (satisfactory home life) surfaced as playing an important part in the officers' stated career decision.

It must be pointed out at this time that the officers' stated career intent on the survey was used as a surrogate measurement of attrition as it was deemed to be the best available means of predicting attrition without actually measuring attrition of the sample population over time.

RECOMMENDATION 1: Any program designed to reduce attrition among Army and/or Marine Corps officers by improving the

level of job satisfaction must provide for the receipt of intrinsic career rewards (specifically those rewards identified in Tables IX and X) as well as providing for the receipt of extrinsic career rewards. Those programs addressing extrinsic rewards to the exclusion of providing intrinsic career rewards will predictably have little, if any success, in improving job satisfaction or retention.

RECOMMENDATION 2: All Army/Marine Corps officer service schools which have leadership or leadership skills as a part of their curriculum should be redesigned to the extent that student officers are made aware of the importance that the receipt of intrinsic career rewards plays in determining the level of job satisfaction of officers under their command and, further, that officer students be taught the skills necessary for providing these intrinsic rewards to their junior officers.

RECOMMENDATION 3: Officers at all level of the chain of command in the Army and the Marine Corps should be made aware of their roles in providing intrinsic career rewards and an atmosphere where these rewards can develop; that they be encouraged, if not required, to provide these rewards to the maximum extent possible.

It should be noted that of the seventeen separate intrinsic rewards found to be most important (Factors 1 and 2), four rewards (being trusted by superiors; being personally respected by superiors; integrity of superiors; and

competency of superiors) were directly related to the characteristics and/or behavior of the officers' immediate superiors. Six of the rewards (having interesting jobs; having responsibility and authority; being able to exercise personal integrity on the job; working under consistent and intelligent policies; and working in a supportive atmosphere) were directly related to factors over which the officers' superiors have direct and immediate control. And five of the rewards (being trusted by subordinates; integrity of subordinates; competency of subordinates; integrity of peers; and competency of peers) were related to factors over which the officers' superiors have indirect control in that the superior strongly influences the work environment in which these rewards must exist.

Superior officers, especially those in command positions, must be aware of the needs and perceptions of officers junior to them, be willing to take action to improve the intrinsic atmosphere of the command and have the necessary interpersonal and managerial skills to effect the necessary changes. Superior officers must be willing and able to modify their own behavior with respect to their subordinate officers in order to provide those intrinsic rewards of trust and respect which only they can provide. They must be willing to make necessary policy changes within their commands to make the jobs of their subordinates more exciting, challenging and rewarding and to make changes which allow their juniors the responsibility and authroity comensurate with their desires and abilities.

Further, superiors must, by policy and by example, create and foster an environment within their commands which is both supportive and honest yet which challenges the abilities of their subordinates without denigrating their integrity or competency. Additionally, superiors must set and enforce standards within their commands which will demand a high degree of competency and proficiency from all individuals within the command and which will allow the level of trust between junior and senior and between junior officers and their subordinates to grow.

While these recommendations appear as obvious requirements for any officer in a position of command, and many officers may feel as though they are following these procedures and the other requirements of good leadership as a part of their daily routine as commanders, the data indicate that these precepts are not being done to the satisfaction of the Army and Marine Corps officers. The resulting absence of these intrinsic rewards may be costing the Army and the Marine Corps to lose dedicated and competent career potential officers in large and unnecessary numbers.

RECOMMENDATION 4: This survey should be conducted repeatedly over time using similar samples in order to confirm the results and establish the survey's reliability. Additional research in this area should attempt to isolate attitudinal and perceptual differences by rank and MOS in order to be able to provide more specific recommendations to senior officers of specific type commands. Additional research involving

samples of minority officers would yield valuable data for researchers as to the perceptions of the minority officers in comparison to the officer population. This study did not have a sufficient representation of minority officers to yield meaningful statistical results. Further, additional sampling of the individual services would provide a sample size large enough to conduct a separate factor analysis for each service, thereby allowing service specific rewards to be isolated and examined in greater detail by the individual services. A sample size of approximately 375 officers would be considered ideal for accomplishing a detailed factor analysis.

RECOMMENDATION 5: Any additional research involving the measurement of career rewards and/or career intent should include survey items which measure the impact of the national economy on the respondents' value system and career decision process. The state of the economy must play some role in the career decision of the officer and while this study measured many rewards which were directly or indirectly effected by the nation's economic status, this relationship can only be investigated in a longitudinal study since the economy changes over time.

APPENDIX

CAREER VALUE SURVEY

ROBERT M. DUDLEY
Captain, U.S. Army

RICHARD D. HOYLE
Captain, U.S. Marine Corps

DATA REQUIRED BY THE PRIVACY ACT OF 1974
(5 U S C 552a)

TITLE OF FORM	PRESCRIBING DIRECTIVE
Career Value Survey	AR 600-46

1. AUTHORITY

Presidential Executive Order No. 9397, 22 Nov 43
Title 10, United States Code, Section 3012

2. PRINCIPAL PURPOSE(S)

The purpose of this survey is to obtain information from officers regarding certain career values in order to determine if there is a correlation between these values, job satisfaction, and officer attrition.

3. ROUTINE USES

The collected data will be used for research on a master's thesis project at the Naval Postgraduate School, Monterey, CA. The collected data will be maintained and used in strict confidence in accordance with Federal law and regulations. For the purpose of research, the data will be coded and retained on computer cards, computer files and/or individual survey forms. No information will be provided commanders/supervisors which would allow any individual to be specifically identified. Additionally, your name, social security account number, and unit are not needed on the survey.

4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION

Compliance is voluntary. There is no effect upon the individual for failure to disclose information. However, please answer all items unless you have an extreme reluctance to do so.

PRIVACY ACT STATEMENT - 26 SEP 75

CAREER VALUE SURVEY

INSTRUCTIONS: The purpose of this survey is to obtain information from you regarding certain career values in order to determine if there is a correlation between these values, job satisfaction, and officer attrition. This data will be utilized as the data base for a master's thesis at the Naval Postgraduate School, Monterey, CA.

The survey consists of 41 career values and requests your response in three areas: 1. The importance of each value to you personally as a vocational reward.

2. The probability that you expect to receive these rewards in the military.

3. The importance of each value in your decision to remain in the military.

The questions are designed to evaluate your attitudes of the military as a whole, not just your current unit or assignment. Additionally, there is no need to identify either you personally or your unit. DO NOT WRITE YOUR NAME, SSAN, OR UNIT on either the survey booklet or the answer sheet.

Each question should be answered by filling in the appropriate space on the answer sheet which best describes your feelings. Please use a soft lead pencil and make heavy black marks in the spaces to insure legibility for machine reading. Erase clearly any answer you wish to change.

If you desire a copy of the results of the survey, contact the administrators prior to your departure.

PERSONAL DATA

Please complete the top portion of the answer sheet corresponding to the questions listed below:

1. Total years of military service - - - - - - - - - - - - - ____
2. Total years of commissioned service - - - - - - - - - - - ____
3. Military Occupational Specialty - - - - - - - - - - - - - ____
4. Age - ____
5. Rank - ____
6. Race - ____
7. Sex - ____
8. Branch of service - ____
9. Component - ____
10. Marital status - ____
11. Have you completed your initial period of obligated commissioned service? - - - - - - - - YES ____
    NO ____
12. Do you, at this time, intend to make a career of the military? - - - - - - - - - - - - - - YES ____
    NO ____
    UNDEC ____
13. If the answer to question 12 is yes, how long do you plan on remaining in the service? - 20 yrs____
    30 yrs____
    UNDEC ____

NOTE: Please disregard questions 14 through 35 on this section of the answer sheet.

Turn to Part I of the survey booklet.

PART I: CAREER VALUES

IMPORTANCE AS A VOCATIONAL REWARD

Questions 1 to 41

Rate each one of the career values with respect to its importance to you as a vocational reward. Utilize the following scale in your rating:

1 - Extremely important

2 - Somewhat above average importance

3 - Of average importance

4 - Somewhat below average importance

5 - Not important at all

Example:

	Extremely Imp	Above Avg Imp	Average Imp	Below Avg Imp	Not Important
1. Good pay - - - - - - - - - - -	(1)	(2)	(3)	(4)	(5)

If you feel that good pay is of average importance to you as a career value, mark in the space numbered (3).

PLEASE MARK YOUR RESPONSES ON THE ANSWER SHEET, NOT ON THE SURVEY BOOKLET.

IMPORTANCE

	Extremely Imp	Above Avg Imp	Average Imp	Below Avg Imp	Not Important
1. Good pay	1	2	3	4	5
2. Fringe benefits(medical, PX, leave, etc)	1	2	3	4	5
3. Prestige	1	2	3	4	5
4. Promotion	1	2	3	4	5
5. Job security	1	2	3	4	5
6. Financial security	1	2	3	4	5
7. Travel	1	2	3	4	5
8. Success through ability alone	1	2	3	4	5
9. Patriotism	1	2	3	4	5
10. Being with family	1	2	3	4	5
11. Integrity of subordinates	1	2	3	4	5
12. Competency of superiors	1	2	3	4	5
13. Feeling of accomplishment	1	2	3	4	5
14. Opportunities for higher education(civil)	1	2	3	4	5
15. Having pride in self	1	2	3	4	5
16. Early retirement	1	2	3	4	5
17. Integrity of peers	1	2	3	4	5
18. Having challenging jobs	1	2	3	4	5
19. Active social life	1	2	3	4	5
20. Competency of subordinates	1	2	3	4	5
21. Satisfactory home life	1	2	3	4	5
22. Having responsibility and authority	1	2	3	4	5
23. Having interesting jobs	1	2	3	4	5
24. Having exciting jobs	1	2	3	4	5
25. Be given recognition for work well done	1	2	3	4	5
26. Integrity of superiors	1	2	3	4	5
27. Be in a competitive environment	1	2	3	4	5
28. Competency of peers	1	2	3	4	5
29. Opportunity for learning and personal growth	1	2	3	4	5
30. Working under consistent and intelligent policies	1	2	3	4	5
31. Being given flexibility and autonomy to do my work	1	2	3	4	5
32. Being trusted by my superiors	1	2	3	4	5
33. Being trusted by my subordinates	1	2	3	4	5
34. Being personally respected by your superiors	1	2	3	4	5
35. Working in a supportive atmosphere	1	2	3	4	5
36. Being able to exercise personal integrity on the job	1	2	3	4	5
37. Ability to be creative in my work	1	2	3	4	5
38. Direct, honest, and frequent feedback(counseling) by superiors	1	2	3	4	5
39. Honest and realistic evaluations(OER's/Fitness Reports) by superiors	1	2	3	4	5
40. A high degree of order and regimentation	1	2	3	4	5
41. Reasonable time and energy demands of work	1	2	3	4	5

PROBABILITY OF RECEIVING REWARDS

Questions 42 to 82

Rate each one of the career values with respect to the probability you expect to receive it in the military. Utilize the following scale in your rating:

1 - Extremely good

2 - Good

3 - So-so

4 - Poor

5 - Extremely poor

Example:

	Extremely good	Good	So-so	Poor	Extremely poor
42. Good pay - - - - - - - - - - -	(1)	(2)	(3)	(4)	(5)

If you feel that the probability of receiving good pay in the military is poor, mark in the space numbered (4).

PLEASE MARK YOUR RESPONSES ON THE ANSWER SHEET, NOT ON THE SURVEY BOOKLET.

	PROBABILITY					
		Extremely good	Good	So-so	Poor	Extremely poor
42.	Good pay	1	2	3	4	5
43.	Fringe benefits(medical, PX, leave, etc)	1	2	3	4	5
44.	Prestige	1	2	3	4	5
45.	Promotion	1	2	3	4	5
46.	Job security	1	2	3	4	5
47.	Financial security	1	2	3	4	5
48.	Travel	1	2	3	4	5
49.	Success through ability alone	1	2	3	4	5
50.	Patriotism	1	2	3	4	5
51.	Being with family	1	2	3	4	5
52.	Integrity of subordinates	1	2	3	4	5
53.	Competency of superiors	1	2	3	4	5
54.	Feeling of accomplishment	1	2	3	4	5
55.	Opportunities for higher education(civil)	1	2	3	4	5
56.	Having pride in self	1	2	3	4	5
57.	Early retirement	1	2	3	4	5
58.	Integrity of peers	1	2	3	4	5
59.	Having challenging jobs	1	2	3	4	5
60.	Active social life	1	2	3	4	5
61.	Competency of subordinates	1	2	3	4	5
62.	Satisfactory home life	1	2	3	4	5
63.	Having responsibility and authority	1	2	3	4	5
64.	Having interesting jobs	1	2	3	4	5
65.	Having exciting jobs	1	2	3	4	5
66.	Be given recognition for work well done	1	2	3	4	5
67.	Integrity of superiors	1	2	3	4	5
68.	Be in a competitive environment	1	2	3	4	5
69.	Competency of peers	1	2	3	4	5
70.	Opportunity for learning and personal growth	1	2	3	4	5
71.	Working under consistent and intelligent policies	1	2	3	4	5
72.	Being given flexibility and autonomy to do my work	1	2	3	4	5
73.	Being trusted by my superiors	1	2	3	4	5
74.	Being trusted by my subordinates	1	2	3	4	5
75.	Being personally respected by your superiors	1	2	3	4	5
76.	Working in a supportive atmosphere	1	2	3	4	5
77.	Being able to exercise personal integrity on the job	1	2	3	4	5
78.	Ability to be creative in my work	1	2	3	4	5
79.	Direct, honest, and frequent feedback(counseling) by superiors	1	2	3	4	5
80.	Honest and realistic evaluations(OER's/Fitness Reports) by superiors	1	2	3	4	5
81.	A high degree of order and regimentation	1	2	3	4	5
82.	Reasonable time and energy demands of work	1	2	3	4	5

EFFECT ON CAREER INTENT

Questions 83 to 123

Rate each one of the career values with respect to its importance on your decision to remain in the military. Utilize the following scale in your rating:

1 - Extremely important

2 - Somewhat above average importance

3 - Of average importance

4 - Somewhat below average importance

5 - Not important at all

Example:

	Extremely Imp	Above Avg Imp	Average Imp	Below Avg Imp	Not Important
83. Good pay - - - - - - - - - - - - - - - -	(1)	(2)	(3)	(4)	(5)

If you feel that good pay is extremely important in your decision to remain in the military, mark in the space numbered (1).

PLEASE MARK YOUR RESPONSES ON THE ANSWER SHEET, NOT ON THE SURVEY BOOKLET.

CAREER

		Extremely Imp	Above Avg Imp	Average Imp	Below Avg Imp	Not Important
83.	Good pay	1	2	3	4	5
84.	Fringe benefits(medical, PX, leave, etc)	1	2	3	4	5
85.	Prestige	1	2	3	4	5
86.	Promotion	1	2	3	4	5
87.	Job security	1	2	3	4	5
88.	Financial security	1	2	3	4	5
89.	Travel	1	2	3	4	5
90.	Success through ability alone	1	2	3	4	5
91.	Patriotism	1	2	3	4	5
92.	Being with family	1	2	3	4	5
93.	Integrity of subordinates	1	2	3	4	5
94.	Competency of superiors	1	2	3	4	5
95.	Feeling of accomplishment	1	2	3	4	5
96.	Opportunities for higher education(civil)	1	2	3	4	5
97.	Having pride in self	1	2	3	4	5
98.	Early retirement	1	2	3	4	5
99.	Integrity of peers	1	2	3	4	5
100.	Having challenging jobs	1	2	3	4	5
101.	Active social life	1	2	3	4	5
102.	Competency of subordinates	1	2	3	4	5
103.	Satisfactory home life	1	2	3	4	5
104.	Having responsibility and authority	1	2	3	4	5
105.	Having interesting jobs	1	2	3	4	5
106.	Having exciting jobs	1	2	3	4	5
107.	Be given recognition for work well done	1	2	3	4	5
108.	Integrity of superiors	1	2	3	4	5
109.	Be in a competitive environment	1	2	3	4	5
110.	Competency of peers	1	2	3	4	5
111.	Opportunity for learning and personal growth	1	2	3	4	5
112.	Working under consistent and intelligent policies	1	2	3	4	5
113.	Being given flexibility and autonomy to do my work	1	2	3	4	5
114.	Being trusted by my superiors	1	2	3	4	5
115.	Being trusted by my subordinates	1	2	3	4	5
116.	Being personally respected by your superiors	1	2	3	4	5
117.	Working in a supportive atmosphere	1	2	3	4	5
118.	Being able to exercise personal integrity on the job	1	2	3	4	5
119.	Ability to be creative in my work	1	2	3	4	5
120.	Direct, honest, and frequent feedback(counseling) by superiors	1	2	3	4	5
121.	Honest and realistic evaluations(OER's/Fitness Reports) by superiors	1	2	3	4	5
122.	A high degree of order and regimentation	1	2	3	4	5
123.	Reasonable time and energy demands of work	1	2	3	4	5

PART II: MOST IMPORTANT VALUES

Please review the list of 41 values listed below and list the five most important values to you personally. LIST THE MOST IMPORTANT VALUE FIRST.

Example: 1. (0) (1) (▨) (3) (4) (5) (6) (7) (8) (9)

(0) (1) (2) (3) (▨) (5) (6) (7) (8) (9)

If the most important value was number 24, you would fill in the spaces as demonstrated above.

PART III: LEAST IMPORTANT VALUES

Please review the same list of values as in Part II; however, list the five least important values, with the LEAST IMPORTANT BEING LISTED FIRST. The spaces should be completed as in Part II.

LIST OF VALUES

1. Good pay
2. Fringe benefits (medical, PX, leave, etc)
3. Prestige
4. Promotion
5. Job security
6. Financial security
7. Travel
8. Success through ability alone
9. Patriotism
10. Being with family
11. Integrity of subordinates
12. Competency of superiors
13. Feeling of accomplishment

14. Opportunities for higher education (civil)
15. Having pride in self
16. Early retirement
17. Integrity of peers
18. Having challenging jobs
19. Active social life
20. Competency of subordinates
21. Satisfactory home life
22. Having responsibility and authority
23. Having interesting jobs
24. Having exciting jobs
25. Be given recognition for work well done
26. Integrity of superiors
27. Be in a competitive environment
28. Competency of peers
29. Opportunity for learning and personal growth
30. Working under consistent and intelligent policies
31. Being given flexibility and autonomy to do my work
32. Being trusted by my superiors
33. Being trusted by my subordinates
34. Being personally respected by your superiors
35. Working in a supportive atmosphere
36. Being able to exercise personal integrity on the job
37. Ability to be creative in my work
38. Direct, honest, and frequent feedback(counseling) by superiors
39. Honest and realistic evaluations(OER's/Fitness Reports) by superiors
40. High degree of order and regimentation
41. Reasonable time and energy demands of work

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